



King County Department of Community and Human Services

# **Homeless Housing and Services Fund (2163)**

## **Fall 2006 Request for Proposals (RFP)**

### **Application Guidelines**

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#### ■ **DUE DATE**

**Tuesday, October 31, 2006, 4:00 PM Pacific Standard Time**

Electronic and paper "Master Copy" submittals are due to King County Housing and Community Development Program, Attn: Katy Miller by 4:00 PM on Tuesday, October 31, 2006. Applications will not be accepted after this deadline. Faxed copies of the application will not be accepted. (See page 19 for detailed instructions.)

#### ■ **CONTACT AND INQUIRIES**

**Katy Miller**

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[katy.miller@metrokc.gov](mailto:katy.miller@metrokc.gov)

King County Housing and Community Development

Exchange Building

821 Second Avenue, Suite 500

Seattle, WA 98104-1598

#### ■ **APPLICATION WORKSHOP**

**Tuesday, September 12<sup>th</sup>, 2006, 1:00 PM – 3:00 PM**

**Location: Mercer View Community Center, 8236 SE 24<sup>th</sup> Street, Mercer Island**

(See page 20 for detailed instructions.)

#### ■ **UPDATES AND MATERIALS**

Updated information and materials related to this fall 2006 RFP are available online:

<http://www.metrokc.gov/dchs/csd/Housing>

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# SUMMARY

## OVERVIEW

Approximately \$3 million in funding from the Homeless Housing and Services Fund (2163) is available through a competitive Request for Proposals (RFP) process. Applicant agencies may apply for 2163 funding for services and operating support for up to 5 years (approximately \$600,000 per year) and/or a one-time allocation of funding for new capital projects. Applicants must be serving homeless or formerly homeless people in King County and working to help end or prevent homelessness as directed by the goals of the Committee to End Homelessness in King County's (CEHKC) Ten-Year Plan to End Homelessness and the priorities adopted by the CEHKC Governing Board. In order to be considered for funding, applicants must meet the minimum requirements and eligibility criteria for funding and clearly address one of the seven "project concepts" that were developed by the CEHKC population committees and approved by the Governing Board in April 2006.

**Note:** The amount of Homeless Housing and Services Fund (2163) funding available in this fall RFP is limited (initial requests from the Intent to Apply responses totaled \$22.2 million). As a result, it is unlikely that all population groups and/or geographic areas of the county will be represented in this round's grant awards. However, priority consideration will be given to population groups and areas of the county not funded in the spring. All projects that applied in the spring and are not awarded 2163 funding are eligible to reapply in the fall (Agencies will be notified of spring 2006 grant awards in late September.) Also, Section 8 vouchers that were included in the spring 2006 RFP are not available in this fall application process.

## BACKGROUND

In its 2005 legislative session, the Washington State Legislature passed the Engrossed Second Substitute House Bill 2163 or HB 2163 (Homeless Housing Assistance Act), which created an additional \$10 document recording fee to be used to help end homelessness across Washington State. Sixty percent of the fees collected from this surcharge will be retained by counties in order to further the goals of their local plans to end homelessness, and 40% are available through statewide grants that will be administered by the Washington State Department of Community Trade and Economic Development (CTED). In 2006, in King County, proceeds from this recording fee will be allocated through two Homeless Housing and Services Fund (2163) Request for Proposals (RFP's) – one in the spring and one in the fall. Contracts for this fall RFP will begin in January 2007 (exact contract start dates may vary depending on the project). In future years it is anticipated that there will be just one fall RFP per year.

On January 25, 2006, the Committee to End Homelessness' Governing Board approved policies and procedures for the allocation of 2163 monies. Based on these policies and procedures, the CEHKC population committees developed "project concepts" to help set priorities for funding and to advance the goals of the Ten-Year Plan to End Homelessness. These project concepts are the center-point for this fall 2006 RFP and each applicant must address one of the project concepts in order to be considered for funding.

## **FALL 2006 RFP MINIMUM REQUIREMENTS**

In order to be considered for funding, projects must:

- Be located in King County, including Seattle, and serving homeless or formerly homeless people;
- Be operational no later than December 31, 2008;
- Implement strategies for preventing homelessness and/or create a clear and coherent path for moving people from homelessness quickly into permanent housing;
- Clearly address one of the project concepts developed by the CEHKC population committees (projects must address only one project concept per application); and
- Represent new endeavors or significant project expansions, not replacement of existing funding or resources;

# APPLICANT INFORMATION AND GUIDELINES

## FALL 2006 FUNDING PRIORITIES

Funding priorities for the fall 2006 funding round were developed by the CEHKC population committees as “project concepts” and were designed based on the needs and gaps defined for each population. The project concepts provide a framework for projects intended to serve homeless or formerly homeless people and were developed to create models and strategies for carrying out the goals of the Ten-Year Plan to End Homelessness. Due to limited funding, it is possible that not all project concepts will be represented in the grant awards.

Proposals will be rated on the completeness of their response to the project concept and the applicant’s ability to carry out or enhance the principles that the concept model identifies. In order to be considered for funding, each applicant must clearly describe how their proposal will address one of the CEHKC Project Concepts. Proposals must address only one project concept per application. The key elements of each project concept are listed below. Please refer to Attachment A for the full project concept descriptions.

<b>Single Adults: Downtown “Housing First” Permanent Supportive Housing</b>	
<b>Project Design</b>	<ul style="list-style-type: none"><li>Proposals will provide “Housing First,” low-barrier permanent supportive housing for chronically homeless single adults from the downtown Seattle area; and</li><li>Projects will accept referrals from outreach programs that serve high need populations such as HOST, REACH, medical respite, shelters, and also serve high utilizers of the jail with significant histories of homelessness and co-occurring disorders. The outreach service provider will help rapidly place the individual into housing and to the extent possible, be a part of the ongoing services team within the supportive housing project.</li></ul>
<b>Population</b>	<ul style="list-style-type: none"><li>Participants will be the highest utilizers across multiple systems including emergency response services (fire/ambulance), shelters, hospitals, jails, Metropolitan Improvement District workers’ contacts, and sobering services; <u>and/or</u> have long histories of visible presence on the streets, in parks, and in other public environments; and</li><li>A significant number of persons that will meet this description will be veterans and will need engagement/coordination of care with services specifically designated for veterans.</li></ul>
<b>Housing</b>	<ul style="list-style-type: none"><li>Permanent supportive housing in recently developed or existing housing projects.</li></ul>
<b>Services</b>	<ul style="list-style-type: none"><li>Funding will be used to leverage other public and private funding sources in order to provide new or enhanced intensive onsite services that can meet the high needs of persons with histories of chronic homelessness, many with multiple issues and disabilities;</li><li>Services will be culturally relevant and the project will seek to integrate mental health, chemical dependency and health related services to project participants; and</li><li>Other onsite services will include: case management, community supports and service linkages, life skills training, and access to employment/training resources.</li></ul>

### **Single Adults: Permanent Supportive Housing for Homeless Individuals with Low to Moderate Service Needs**

<b>Project Design</b>	<ul style="list-style-type: none"> <li>Proposals will make existing housing stock affordable and appropriate for homeless single adults by combining operating subsidy with support services and by developing partnership agreements that meet the needs of the tenants and the requirements of both the housing and the services partner(s);</li> <li>This model requires that a service provider dedicate service dollars from 2163 and/or other sources and that the housing provider set aside existing units subsidized by state 2060 funding or Section 8 to the partnership;</li> <li>The applicant can be either a housing or service provider and there must be a clear link between the housing and services described in a formal partnership agreement. The agreement must define the population to be served and the responsibilities of each partner; and</li> <li>Projects can be located anywhere in King County.</li> </ul>
<b>Population</b>	<ul style="list-style-type: none"> <li>Projects will serve single adults who may be homeless for the first time or who are episodically homeless, but do not have the complexity of needs of those who are chronically homeless.</li> </ul>
<b>Housing</b>	<ul style="list-style-type: none"> <li>The housing units will be within existing multifamily housing projects, that have operating subsidies to make them affordable to homeless people (2060 and/or Section 8) and will be set aside for a specific service provider who will identify appropriate residents and provide ongoing services.</li> </ul>
<b>Services</b>	<ul style="list-style-type: none"> <li>2163 and/or other services funding will be used to provide crisis response, case management, and linkage to other services, through existing homeless and mainstream service providers, who agree to <u>partner</u> with a non-profit or for-profit housing provider.</li> </ul>

### **Single Adults: South King County Housing First Supportive Housing Pilot (*Only the agency that is selected to implement the South King County pilot project may apply.*)**

<b>Project Design</b>	<ul style="list-style-type: none"> <li>This proposal is to enhance the Housing First demonstration project for chronically homeless single adults in South King County. Only the agency that was selected for this pilot project is eligible to apply under this project concept; and</li> <li>In order to fully meet the needs of chronically homeless tenants who do not meet the eligibility requirements for federal funding, 2163 funding would pay for the operating subsidy and intensive support services for up to 3 additional units of housing.</li> </ul>
<b>Population</b>	<ul style="list-style-type: none"> <li>This project will serve chronically homeless, non-elderly (under 62 years of age) disabled individuals in South King County who do not meet the minimum federal eligibility criteria for either Section 8 vouchers or service benefits; and</li> <li>Referrals to fill these units will be made by the PATH program outreach case managers and provider members of the South King County Homelessness Forum.</li> </ul>
<b>Housing</b>	<ul style="list-style-type: none"> <li>The housing will be low-barrier and accessible to chronically homeless persons, utilizing a "Housing First" approach.</li> </ul>
<b>Services</b>	<ul style="list-style-type: none"> <li>Services funding will allow for a model that integrates psychiatric, substance abuse and health care services. Key aspects of this model include the use of a multidiscipline team, frequent case staffing, 24/7 staff coverage and small</li> </ul>

caseload sizes with services provided in the community or at a person's residence; Clinical services are voluntary, intensive and easily accessible.

## **Families: Homelessness Prevention for Formerly Homeless Families**

<b>Project Design</b>	<ul style="list-style-type: none"> <li>▪ Proposals will test new approaches to prevent repeated episodes of homelessness by extending support services, rental assistance and other assistance to help homeless or formerly homeless families obtain and sustain housing. The use of funds is flexible, in order to allow services to be tailored to family needs and to encourage innovation in addressing gaps in the housing and homeless systems;</li> <li>▪ Housing and/or services can be located anywhere in King County, with reasonable access to transportation, jobs and services;</li> <li>▪ Projects must provide:               <ol style="list-style-type: none"> <li>1) Effective assessment of families' needs and access to services tailored to those needs;</li> <li>2) A clear affordable housing strategy with housing subsidy sources;</li> <li>3) Tenant screening criteria that allow homeless families with housing barriers to access units; and</li> <li>4) Collaboration with other community-based providers to assist families in sustaining their housing.</li> </ol> </li> </ul>
<b>Population</b>	<ul style="list-style-type: none"> <li>▪ Families with children who are homeless or have been homeless in the past two years and who, without intervention, would likely experience another episode of homelessness; and</li> <li>▪ Agencies may select formerly homeless families who are now living in non-time-limited permanent housing or who are <u>exiting</u> transitional housing and who are at risk of homelessness.</li> </ul>
<b>Housing</b>	<ul style="list-style-type: none"> <li>▪ Partnerships between housing and service providers are encouraged. Applicants must identify specific housing units that are available and suitable for families, or must demonstrate a track record of effectively assisting families to move into privately owned units;</li> <li>▪ Applicants can serve families already residing in permanent housing, if they can demonstrate that ongoing funding for services is essential to stabilizing the families; and</li> <li>▪ Section 8 vouchers or short-term/ supplemental rent assistance may be requested.</li> </ul>
<b>Services</b>	<ul style="list-style-type: none"> <li>▪ Projects must conduct a thorough assessment of the families' needs and make a clear determination of the timeline and type of assistance needed;</li> <li>▪ Case management and/or support services tailored to the needs of individual families; and</li> <li>▪ Short-term or emergency assistance necessary to obtain or sustain the families' housing, employment or school, such as move-in assistance, transportation costs or other basic needs.</li> </ul>

## Families: Supportive Housing for Families with Multiple Barriers

<b>Project Design</b>	<ul style="list-style-type: none"> <li>▪ Proposals will create new supportive housing for high-needs families, <u>with no time limit on housing or services</u>. The project requires an in-depth assessment of family needs, and access to a significant level of services to address wide-ranging needs. Rental subsidies are needed due to the long-term stays and very low family incomes. A “Housing First” model with low barriers to housing will be critical for placing these families. Projects will seek to link families to mainstream services and community supports, and will monitor and adjust service intensity over time; and</li> <li>▪ Projects can be located anywhere in King County with reasonable access to transportation, jobs and services.</li> </ul>
<b>Population</b>	<ul style="list-style-type: none"> <li>▪ Families with children who are homeless; have multiple, serious barriers to housing; have had multiple periods of homelessness; and who are significant users of systems and services.</li> </ul>
<b>Housing</b>	<ul style="list-style-type: none"> <li>▪ A partnership with a housing owner is essential for placing the families;</li> <li>▪ Housing must be affordable for very low-income families and accessible to families with multiple barriers and long histories of housing instability; and</li> <li>▪ 2163 funding can be used to provide short-term or emergency cash assistance necessary to obtain or sustain the family’s housing.</li> </ul>
<b>Services</b>	<ul style="list-style-type: none"> <li>▪ Projects will:               <ol style="list-style-type: none"> <li>1) Provide therapeutic services, intensive case management services, service coordination and additional services for adults and children as needed;</li> <li>2) Have partnership agreements in place by the program start date in order to ensure direct links to critical mental health, healthcare, domestic violence, chemical dependency services, etc. in order to better support families;</li> <li>3) Have referral and placement criteria that select for the hardest to serve families;</li> <li>4) Conduct in-depth assessments of family needs, including clinical assessments of adults and children, and service packages tailored to their needs; and</li> <li>5) Have processes in place that will improve access and intake procedures for families, reducing the need to make multiple applications for services.</li> </ol> </li> </ul>

## Youth: Enhanced Mental Health and Chemical Dependency Treatment Services

<b>Project Design</b>	<ul style="list-style-type: none"> <li>▪ Projects will utilize 2163 funds to provide enhanced mental health and chemical dependency treatment services to homeless youth and young adults throughout King County by coordinating services through the utilization of multi-disciplinary service teams. The multi-disciplinary teams will work to engage youth in services and quickly move them into more stable, permanent housing.</li> </ul>
<b>Population</b>	<ul style="list-style-type: none"> <li>▪ Homeless youth and young adults with mental health and chemical dependency issues.</li> </ul>
<b>Housing</b>	<ul style="list-style-type: none"> <li>▪ The service team may access Section 8 vouchers to help place young adults into permanent housing.</li> </ul>
<b>Services</b>	<ul style="list-style-type: none"> <li>▪ The multi-disciplinary service team will include mental health and chemical dependency specialists, a nurse, a peer support/mentor, and a case manager;</li> <li>▪ Services will be flexible and accessible and include comprehensive treatment and consultation that is geared towards helping youth and young adults move towards recovery and more permanent, stable housing;</li> </ul>



	<ul style="list-style-type: none"> <li>▪ The teams will be located at drop-in centers and/or shelters and will work flexible hours that are youth friendly, including evenings and weekends; and</li> <li>▪ Once the youth/young adult is stabilized in housing, the case manager will provide follow-up support and help link them to services within their community. The team will also assist with enrollment in Medicaid.</li> </ul>
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### **Youth Section 8 Vouchers and Intensive Case Management**

<b>Project Design</b>	<ul style="list-style-type: none"> <li>▪ Projects can be located anywhere in King County and will expand the continuum of housing and services for homeless young adults by utilizing Section 8 vouchers coupled with support services and on-going case management; and</li> <li>▪ Applicants will develop housing and service partnership agreements in order to successfully place young adults into non-profit owned housing or housing in the private rental market.</li> </ul>
<b>Population</b>	<ul style="list-style-type: none"> <li>▪ Homeless young adults, ages 18-25, who are seeking independent, permanent housing including: Teen/young adult parents; Young adults of color that are disproportionately represented in the homeless youth community; Young adults exiting homeless transitional housing programs; and Young adults living in geographic areas underserved by homeless youth housing agencies.</li> </ul>
<b>Housing</b>	<ul style="list-style-type: none"> <li>▪ Rental assistance through Section 8 vouchers or 2163 funding, move-in assistance and a clear strategy for moving young adults with multiple barriers into permanent housing.</li> </ul>
<b>Services</b>	<ul style="list-style-type: none"> <li>▪ Projects will provide intensive, culturally appropriate case management focused on maintaining permanent housing and supporting youth for up to 1 year after placement in housing; and</li> <li>▪ Services will include: Case management and links to other services such as employment training, education, life skills training, mental health and chemical dependency services, and other community-based programs that are culturally and developmentally appropriate.</li> </ul>

### **ELIGIBLE APPLICANTS**

**Only applicants who submitted a fall “Intent to Apply” form on August 1<sup>st</sup> for 2163 funding or applicants that submitted proposals for a particular project in the spring 2006 RFP and were not awarded funding are eligible to apply for funding in this fall 2006 RFP.**

The following types of organizations are eligible to apply for 2163 funding:

- Non-profit organizations
- Public agencies
- For-profit organizations

**Note:** An agency collaborative/ partnership may apply for 2163 funding, but there must be one designated lead applicant who will hold contractual and reporting responsibilities with King County. In the case of partnerships where the lead agency is subcontracting for services, the specific roles and responsibilities of each of the partners must be clearly described in a partnership agreement.

## ELIGIBLE ACTIVITIES

Applicants must expand current housing and/ or services opportunities or create new housing and/or services for homeless and formerly homeless people. Eligible activities include:

- Support services and service coordination, case management, housing placement, emergency financial assistance, rental assistance, move-in costs, and operating support that will enable homeless people to make use of housing units that are not affordable or accessible to them;
- One-time capital funding requests to construct, rehab or purchase housing for homeless people will be considered. However, proposals will be evaluated based on project feasibility, other committed funding sources and the ability for the project to be up and running no later than December 31, 2008.

All capital funding applicants must complete and submit the state "Common Application" along with the 2163 application. Applicants applying for capital funding are encouraged to apply to the City of Seattle and/or King County prior to or in conjunction with a request for 2163 for capital funding.

## INELIGIBLE ACTIVITIES

2163 funding cannot be used:

- To supplant existing services or housing operations funding sources; or
- Fund shelter related costs.

**Note:** The funding that is available through this RFP is intended to expand agency service capacity and affordable housing stock and to make new resources available to homeless and formerly homeless people in King County.

## DEFINITIONS

**Homeless** persons or households are those who, on a particular day or night, do not have decent and safe shelter or sufficient funds to purchase a place to stay. This includes people who can provide proof of imminent housing loss or who are currently residing in homeless shelters or transitional housing.

**Formerly Homeless** persons or households are those who have been homeless one or more times in the last two years.

**Cultural Competency** within an organization includes:

- Having a defined set of values and principles, and demonstrating behaviors, attitudes, policies and structures that enable the organization to work effectively in cross-cultural situations;
- Having the capacity to 1) value diversity, 2) conduct self-assessment, 3) manage the dynamics of difference, 4) acquire and institutionalize cultural knowledge, and 5) adapt to diversity and the cultural contexts of the communities they serve; and
- Incorporating the above in all aspects of policy making, administration, practice, service delivery and involving consumers and key stakeholders.

**Housing First** refers to the process of rapidly housing homeless persons or families without “housing readiness” criteria. In this model, housing is affordable and has attached intensive case management services and usually there is no time limit on tenancy. A Housing First approach removes barriers to housing and provides supportive services that meet the client where they are, rather than making the client conform to a particular set of services.

**Supportive Housing**, as defined by the Corporation for Supportive Housing ([www.csh.org](http://www.csh.org)), “is a successful, cost-effective combination of affordable housing with services that helps people live more stable, productive lives. Supportive housing works well for people who face the most complex challenges—individuals and families who are not only homeless, but who also have very low incomes and serious, persistent issues that may include substance use, mental illness, and HIV/AIDS.”

**Project Concepts** are the general outlines or frameworks for projects that will serve homeless or formerly homeless people. The elements set forth in the project concepts are meant to create program models and advance the goals of the 10-Year Plan. These project concepts were developed by the CEH population committees based on the needs that they identified for the populations that they serve. Applications for funding must align with both the project concept and the guidelines of the funding entity.

**Population Committees** of the Committee to End Homelessness include: Single Adults, Families, and Youth and Young Adults.

### Goals of the Ten-Year Plan to End Homelessness:

- Implement Prevention Strategies;
- Create a clear and coherent path for moving people from homelessness into permanent housing;
- Integrate housing and services on both a funding and an operational level;

- Move people rapidly into permanent housing with integrated services as appropriate. Strive to simplify access to both housing and services;
- Address the disproportionality of people of color in the homeless system;
- Identify quantifiable goals, and include or identify the tracking/reporting systems that will be used to accurately measure success; and
- Seek and use the advice of homeless and formerly homeless people in designing new projects.

# SELECTION PROCESS

## TIMELINE

Fall 2006 RFP Timeline	
<b>August 1<sup>st</sup></b>	Intent to Apply Forms due to King County, HCD
<b>August 24<sup>th</sup></b>	Application materials distributed to agencies who submitted a Intent to Apply Form or who submitted an application in the spring 2006 round.
<b>September 12<sup>th</sup></b>	Applicant workshop
<b>October 31<sup>st</sup></b>	Application due to King County, HCD
<b>November &amp; December</b>	Application review process (Applicants may be contacted during this time for additional information)
<b>End of Dec.</b>	Applicants notified of conditional funding awards
<b>Dec. and Jan.</b>	Contracting
<b>January 2007</b>	Contracts begin (contract start dates may vary depending on the projects funded)

## EVALUATION AND REVIEW

King County Department of Community and Human Services (DCHS) will conduct an application review process. First, applications will be reviewed by DCHS staff for completeness and consistency with the funding guidelines and minimum requirements. Incomplete and/or ineligible applications will be rejected. Applications that pass the threshold review will receive further evaluation.

Second, King County staff will convene a Review Team to evaluate the proposals. The applications will be reviewed by a group that is consistent with conflict of interest rules and representative of diverse points of view. The Review Team will evaluate the proposals based on clear guidelines, and then will make funding recommendations to the Director of King County DCHS. The review team reserves the right to recommend awards to lower scoring applications in order to ensure geographic and population diversity.

Due to a limited 2163 funding available in this round, the recommended grant amounts for individual projects may differ from the amounts requested in the application. Additionally, it is possible that not all population groups and/or geographic areas of the county will receive awards.

## **RATING CRITERIA (90 POSSIBLE POINTS)**

Proposals will be reviewed for completeness and rated according to the following criteria:

<b>Criteria Category</b>	<b>Possible Points</b>
<b>Project Design</b>	<b>40</b>
<b>Project Readiness</b>	<b>10</b>
<b>Agency Capacity and Experience</b>	<b>15</b>
<b>Cultural Competency</b>	<b>10</b>
<b>Budget and Budget Narrative</b>	<b>15</b>

## **APPEALS PROCESS FOR 2163 FUNDING**

### **Grounds for an Appeal**

An applicant may only submit an appeal on the following grounds:

1. Failure by the Department of Community and Human Services (DCHS) to follow the procedures set forth in this Request for Proposal; and/or
2. Bias, discrimination, or conflict of interest on the part of a rater.

### **What the Appeal Must Contain**

The applicant must state all of the facts, arguments, and ground(s) for the appeal in a letter. Include the following information in the appeal:

1. The ground(s) for the appeal;
2. A detailed and complete statement of the specific action that the applicant is appealing; and
3. A description of what relief or corrective action the applicant is requesting;

Applicants may attach additional documentation to support the appeal.

### **How to Submit an Appeal**

The applicant must submit an appeal in writing and it must be signed. The appeal must be sent by mail or hand-delivered to King County Department Housing and Community Development, Attn: Katy Miller, 821 Second Ave., Suite 500, Seattle, WA 98104. Appeals sent by fax or email will not be accepted. DCHS must receive the appeal no later than five (5) business days after receipt of the funding notification letter.

### **How DCHS will Review Your Appeal**

The appeal will be forwarded to the Director of the Department of Community and Human Services, along with copies of the application forms, the applicant's proposal, the scoring sheets, and any other documents showing how the proposal was evaluated. The Director will

conduct an objective review of the appeal based on the contents of the written appeal letter and the above materials.

The Director will send the applicant a written decision within 5 business days after DCHS receives the appeal letter, unless more time is required to review the appeal and make a determination. The DCHS Director will notify the applicant if additional time is necessary.

### **How DCHS will Decide Your Appeal**

The DCHS Director will make a final determination of the appeal and will either:

1. Find that the appeal lacks merit and uphold DCHS's actions;
2. Find that any errors in the RFP process or in DCHS's conduct did not influence the outcome of the process and uphold DCHS's actions; or
3. Find merit in the appeal and provide options for corrective action by DCHS.

**Note: Appeals will only be considered if made on the grounds described in this section.**

DCHS will not conclude this RFP process until it has made a final determination of any appeal.

# CONTRACTING

## CONTRACTING WITH KING COUNTY DCHS

Agencies that are awarded Homeless Housing and Services Fund (2163) funding will contract with King County Department of Community and Human Services/ Housing and Community Development Program (HCD). Contracts will begin on or after January 1, 2007. Please note that costs incurred prior to the contract start date will not be reimbursed. Contracts include conditions related to a number of State regulations and County ordinances, including fair housing and nondiscrimination laws, which should be considered when planning your project.

The following items are only a few of the requirements. Please contact HCD staff if you have any questions or would like to obtain a complete list of the contracting requirements.

### Fair Housing

King County Department of Community and Human Services/ Housing and Community Development Program (HCD) affirmatively furthers fair housing and passes this duty on to our grantees. Subsequently, funded housing projects/units must further federal, state and local fair housing laws in both design and operation.

**Design** – Projects may not discriminate against or favor most protected classes under fair housing laws. Housing may only be legally restricted to family status (families with children under 18) and disability classes, depending on the source of funding applied to the project<sup>1</sup>, and to seniors for projects that follow the Housing for Older Persons Act. This means that housing may not exclusively target a particular group or groups of the protected classes (i.e. African Americans, Asians, Caucasians, men, women, singles, married couples, adults -- to the exclusion of families with children).

Housing units must be open to all and should only be restricted by the occupancy limits of the applicable code for the project location<sup>2</sup>. Marketing plans should be broad and open to all persons, but may include marketing to populations that have a particular need for the housing. Housing may be targeted to unprotected classes such as the homeless or persons at low income levels.

**Operations** – Project managers should treat all protected classes the same with respect to access and services available to tenants, with the exception that persons with disabilities must be granted reasonable accommodations in rules and practices if needed. Projects should have clearly stated fair housing policies for all tenants, including reasonable accommodation policies.

**Services Only Projects** – In general for 2163, service providers may target and serve particular populations based on the expertise of the agency providing the services as long as the design of the project complies with fair housing laws. Service providers may have fair housing compliance issues if they are also the housing provider, or have a partnership with a housing provider that allows them to control access to housing units, and, as such, limit all or most of the housing units in a project to a particular group as noted above (for example, “single adults” or “single men”). In addition, there are some funding sources that will not allow targeted housing

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<sup>1</sup> 2163 funds are local funds and may be used for housing for persons with disabilities and particular disability populations with evidence of need for an exclusive program.

<sup>2</sup> Exemptions may apply to most shelters and small group homes where bathrooms are shared for gender exclusion, such as women only.



and services to a particular population, consequently, such a project may have a narrower choice of fund sources available.

## **Audit**

The Agency shall have an independent audit conducted of its financial statement(s) and condition, which shall comply with the requirements of generally accepted auditing standards; General Accounting Office Standards for Audits of Governmental Organizations, Programs, Activities, and Functions; and Office of Management and Budget Circulars A-21, A-87, A-102, A-122 and A-133, as amended, and as applicable. The Agency shall provide to the County a copy of the audit report including any management letter or official correspondence submitted by the auditor, its response and corrective action plan for all findings and reportable conditions contained in its audit. These documents shall be submitted no later than six months subsequent to the end of the Agency's fiscal year.

## **Insurance Requirements**

Agencies will be required to provide evidence of general liability coverage and name the County as an insured under their policy. Agencies that provide services by licensed professionals must also provide evidence of professional errors and omissions coverage. Agencies that transport clients in vehicles must also provide evidence of automobile coverage. The following minimum amounts of coverage are required with an insurer rated A: VIII or better by Best's:

General Liability: \$1 million combined single limit per occurrence by bodily injury, personal injury, and property damage, and for policies with aggregate limits, a \$2 million aggregate limit.

Professional Liability, Errors, and Omissions: \$1 million (may be placed with insurer rated B+: VII).

Auto Liability: \$1 million combined single limit per accident for bodily injury and property damage.

## **Reporting and Monitoring Requirements**

Agencies will be required to submit invoices and regular reports. Reports include unduplicated counts of clients served with detailed demographic data, and progress towards meeting outcomes.

Agencies will be expected to provide additional information, as needed, for project monitoring and management. DCHS will visit sites and maintain active contact with all agencies to provide technical support and assistance as needed.

## **Homeless Management and Information Systems (HMIS)**

It is the expectation of King County DCHS that agencies receiving 2163 funding will participate in the Safe Harbors Homeless Management and Information Systems (HMIS).

## **Domestic Partner Benefits (non-discrimination in benefits)**

King County law prohibits agencies from discrimination in the provision of employee benefits between employees with spouses and employees with domestic partners. Agencies must certify that they are compliant with this law. Agencies who enter into contracts valued at \$25,000 or greater with King County must provide benefits to domestic partners of their employees equivalent to the benefits provided to spouses of their employees. The law applies

to all benefits that a contractor provides to employees because they have a spouse (i.e. sick leave to care for a spouse) and all benefits offered directly to such spouses (i.e. medical insurance). The law requires parity – which an equivalent benefits package is offered to employees with domestic partners. However, this law does not require an agency provide benefits to their employees or spouses.

# APPLICATION SUBMISSION

## APPLICATION SUBMISSION INSTRUCTIONS

All applicants must submit:

- One (1) original paper copy (marked “Master Copy”), including required attachments;
- Four (4) additional (three-hole punched) paper copies of the application; and
- One (1) copy of the application and Excel budget workbook in electronic format, either by disk or email (Preferred)

Completed applications should be sent to King County Housing & Community Development Program (HCD) in the following ways:

- Via e-mail to: [katy.miller@metrokc.gov](mailto:katy.miller@metrokc.gov)
- Paper copies (and disks) should be sent to:

**King County Housing & Community Development Program**  
**Attn: Katy Miller**  
**Exchange Building, Fifth Floor**  
**821 Second Avenue, Suite 500**  
**Seattle, WA 98104-1598**

## ADDITIONAL INFORMATION

- **All** (electronic and paper) submittals are due to King County HCD no later than **4:00 PM Pacific Standard Time on Tuesday, October 31, 2006**;
- Facsimile copies of application will not be accepted;
- Electronic versions of the proposal may be either sent to the e-mail address listed above or delivered on a disk as part of the completed application package;
- For proposals being submitted electronically, both the application in electronic format and accompanying paper versions of the application package must arrive at the above location by the submission deadline in order to be considered for funding;
- Paper copies must be delivered to King County at the address listed above;
- Applications that do not arrive at the specified address by the submission deadline will not be accepted or reviewed;
- Applications that do not follow the specified format and/or meet the submission requirements will not be reviewed;
- Use a minimum of 11-point font and one-inch margins for all Word documents. Use a minimum of 10-point font for all Excel documents;
- Do not use staples or any other fixed material to bind proposals (e.g. spiral binding). Plastic three-hole binders or binder clips are acceptable.

## APPLICATION WORKSHOP DETAILS

DCHS and United Way will cosponsor an Application Workshop where information will be offered to applicants on completing the Application forms. Applicants are encouraged but not required to attend.

FALL 2006 APPLICATION WORKSHOP	
<b>Date:</b>	<b>Tuesday, September 12, 2006</b>
<b>Location:</b>	<b>Mercer View Community Center</b>
<b>Time:</b>	<b>1:00 PM – 3:00 PM</b>

## DIRECTIONS TO THE APPLICATION WORKSHOP

**Mercer View Community Center**  
8236 SE 24th Street, Mercer Island, WA 98040

Link for driving directions: [http://www.ci.mercer-island.wa.us/files/ccmv\\_directions.pdf](http://www.ci.mercer-island.wa.us/files/ccmv_directions.pdf)



**Sign language and communication materials in  
alternate formats can be arranged given  
sufficient notice by calling:  
(206) 205-0648 or TTY: 711 (Relay service)**



## STAFF CONTACTS

Additional technical assistance may be requested from King County DCHS staff during the application period and a list of questions and responses related to this RFP will be posted on the King County Housing and Community Development (HCD) website:

<http://www.metrokc.gov/dchs/csd/Housing>.

Questions regarding the application or requests for technical assistance should be directed to the following King County DCHS/HCD staff:

<b>Katy Miller</b> <b>Supportive Housing Planner</b> <b>Phone: (206) 205-0648</b> <b>Email: <a href="mailto:katy.miller@metrokc.gov">katy.miller@metrokc.gov</a></b>	<b>Carole Antoncich</b> <b>Homeless Housing Programs Coordinator</b> <b>Phone: (206) 296-8644</b> <b>Email: <a href="mailto:carole.antoncich@metrokc.gov">carole.antoncich@metrokc.gov</a></b>
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**HCD staff can also be reached toll-free at (800) 325-6165.**

# ATTACHMENT A: CEHKC PROJECT CONCEPTS

## Single Adults: Downtown “Housing First” Permanent Supportive Housing

### 1. Describe your project concept in a paragraph including population to be served and desired outcomes or objectives:

To fund proposals that will provide permanent supportive housing for individuals who are chronically homeless<sup>3</sup>. We will accomplish this by establishing set asides of units of permanent supportive housing in recently developed or existing housing projects and aligning new and existing resources to fund housing operating expenses and on-site supportive services. We want to encourage projects/or set aside units within projects to be designed and funded to provide intensive onsite services that can meet the high needs of persons with histories of chronic homelessness, many with multiple issues/disabilities. A placement mechanism should be established to accept referrals from outreach programs that serve these high need populations such as HOST, REACH, medical respite, shelters, and high utilizers of the jail with significant histories of homelessness and co-occurring disorders. It is essential to have intensive supportive services that are provided onsite to engage individuals so that they can remain housed and begin to rebuild their lives.

Applicants should demonstrate that their proposals address disproportionality and are cultural competent. This concept supports the Ten Year Plan goals of addressing disproportionality and closing the back door by addressing institutional discharges into homelessness while emphasizing a “housing first” approach to minimize shelter stays and move people rapidly into permanent supportive housing.

The 2163 funds will be used to support onsite services and linkage to other services necessary to maintain stable housing. We expect service packages to range from \$ 7,500 to \$ 10,000 in cost per person per year, depending on the service model and the specific needs of the sub population housed. 2163 funds will be expected to cover only a portion of the services and projects would leverage a variety of public and private sources. At least 50 units, if supported with 2163 service dollars, may be available, in the Central Seattle area, for chronically homeless people, in 2006. Some housing units have existing support services but need an enhancement of service dollars to rapidly house individuals who are chronically homeless.

### 2. Will your project concept serve a specific special need or targeted group within the population to be served?

Downtown Seattle chronically homeless single adults who have been the highest utilizers across multiple systems including emergency response services (fire/ambulance), shelters, hospitals, jails, Metropolitan Improvement District workers’ contacts, and sobering services; and/or have long histories of visible presence on the streets, in parks, and in other public environments. A significant number of persons that will meet this description will be veterans and will need engagement/coordination of care with services specifically designated for veterans.

### 3. Is your project concept intended for a specific geographic location? If yes, what is the location?

Yes, Seattle Center City area.

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<sup>3</sup> Individuals with long histories of homelessness in downtown Seattle who have complex needs related to mental health, chemical dependency and health care conditions that impact their ability to obtain and remain housed. Many of these individuals have been high utilizers across multiple systems including emergency response systems, shelters, hospitals, jails, and sobering services; and/or have long histories of visible presence on the streets, in parks and in other public environments.

#### **4. What are the housing and (as appropriate) services your project is intended to provide?**

Providers can use 2163 dollars to expand on-site services and linkages that are necessary to obtain or sustain individuals within permanent supportive housing settings. These dollars should provide the agency greater flexibility to meet the varied needs of each tenant. We anticipate that the service package would include: case management, community supports and service linkages, life skill training, and (ideally) access to employment/training resources.

#### **5. How would your project concept improve the functioning of the system designed to prevent homelessness or move people from homelessness to housing:**

Projects will embrace the Housing First philosophy of rapidly housing a person with intense and flexible services onsite, a promising practice shown to be effective for serving this population. By using this approach, it will support new partnerships and current planning efforts to move our system toward a more centralized mechanism to ensure the most in need are rapidly placed into permanent supportive housing.

#### **6. Are there fund sources in addition to 2163/Section 8 that you suggest a provider responding to the RFP should consider in formulating its response:**

Proposals should leverage additional operating and service dollars available to serve this population:

- Agencies should pursue other sources for operating dollars including 2060 operating and maintenance or buy down funds through CTED or Section 8 Vouchers through the Office of Housing or SHA RFPs.
- Cash flow from mixed income units within a project or from Section 8 subsidized housing units within a project can provide some funds to support services.
- Agencies should make efforts to leverage service dollars from new and existing sources to create integrated services (mental health, chemical dependency and health care) that can address the full needs of the population to be served. In addition to 2163 for service funding other sources may include: Chemical Dependency dollars (Treatment Expansion and/or Access to Recovery), Mental Health (Medicaid), United Way, other foundation dollars, Veterans and Human Service Levy.

#### **7. Overall Desirable Project Characteristics and/or Outcomes:**

The following characteristics are encouraged:

- Proposals that embrace a Housing First philosophy that will house chronically homeless individuals in set-aside units with high levels of services. This approach includes the following principles: low-barrier access with limited rules to safety, harm reduction with no rules pertaining to abstinence from alcohol, intensive support services actively offered but not required and eviction as the last resort.
- Proposals that integrate mental health, chemical dependency and health related services.
- Proposals that include some set-aside units for chronically homeless Native American individuals and partners with culturally competent service providers.
- Proposals that seek partnerships to ensure the wide range of tenant needs are addressed within the supportive services/linkages.
- Proposals from nonprofit housing providers that partner with emergency response or outreach service providers who will identify potential tenants that are engaged. The outreach service provider would help rapidly place the individual be part of the ongoing services team within the supportive housing project.

## **Single Adults: Permanent Supportive Housing for Homeless Individuals with Low to Moderate Service Needs**

### **1. Describe your project concept in a paragraph including population to be served and desired outcomes or objectives**

The Single Adult Committee proposes that 2163 dollars be used to provide crisis response, case management, and linkage to other services, through existing homeless and mainstream service providers, who partner with:

- Non profit housing providers who have existing subsidized units that are bought down to affordable levels through state 2060 funds
- For profit or non profit housing providers who will utilize SHA or KCHA Section 8 to create units affordable to homeless individuals.

The target population for the units is higher functioning homeless men or women who require less intensive supporting services to maintain stable housing. The estimated cost for the service package should average \$2000 -\$3000 per year depending on the number of units and the specific population served. We are proposing 25 units of permanent supportive housing using 2163 dollars for services. Proposals for service dollars should identify the housing partner/partners. Housing partners may bring Section 8 or 2060 subsidized units into the project, but up to 25 (but more likely 15) Section 8 units may be requested through this RFP.

### **2. Will your project concept serve a specific special need or targeted group within the population to be served?**

The project is intended to serve single adults who may be homeless for the first time or who are episodically homeless but don't have the complexity of needs of those who are chronically homeless.

### **3. Is your project concept intended for a specific geographic location?**

The project can be implemented countywide, but there is growing community support for a priority to be placed for East King County.

### **4. What are the housing and (as appropriate) services your project is intended to provide?**

Units within existing multifamily housing projects, that have operating subsidies to make them affordable to homeless people (2060 and/or Section 8) will be set aside for a specific service provider who will identify appropriate residents and provide crisis response, case management, and linkage to offsite services. There will be a formal partnership agreement between the houser and the service provider that defines population to be housed and the responsibilities of each partner. The content of these agreements will be informed by the CEHKC ad hoc group investigating the Portland Fresh Start model.

### **5. How would your project concept improve the functioning of the system designed to prevent homelessness or move people from homelessness to housing?**

#### **Project partnerships, funding sources & leverage strategy:**

The goals of this project are two fold: 1. to create affordable supportive housing quickly and 2. to implement evaluate partnership agreements for permanent supportive housing between housers and service providers. This model requires the service provider to bring service dollars from 2163 and/or other sources and the housing provider to bring existing units with either 2060 or Section 8 operating subsidy.

#### **System changes that will result in rapid access to services and supportive housing:**

The key strategy employed by this project is to make existing housing stock affordable and appropriate for homeless single adults by adding operating subsidy and supporting services AND by developing partnership agreements that meet the needs of the tenants and the requirements of both the housing partner and the services partner. The landlord – service provider agreements and the design/delivery of appropriate service packages are key system elements that, once developed, can be refined and replicated. The projects awarded 2163 funds will be have access to the work of the ad hoc CEHKC

committee working on the Fresh Start concept. Access to the additional permanent supportive housing for homeless single adults will be expedited through relationships between the service providers and housing partners.

**6. Are there fund sources in addition to 2163/Section 8 that you suggest a provider responding to the RFP should consider in formulating its response?**

The housing partner may bring 2060 operating subsidy and the service partner may bring other service dollars to the project. It is anticipated that this project would utilize the SHA and KCHA Section 8 vouchers available through this RFP.

**7. The following characteristics and/or outcomes that this project is particularly designed to achieve:**

- Project is focused on the CEHKC goal of converting existing housing to affordable permanent supportive housing
- Project is intended to develop and test one or more types of partnership agreements between housers and service providers
- Project is focused on homeless single adults who do not require intensive supportive services, i.e. do not meet the definition of chronically homeless. It will design and test appropriate service levels for the target population
- Project is intended to be up and running in 2006.

**Single Adults: South King County Housing First Supportive Housing Pilot (Only the agency that is selected to implement the South King County pilot project may apply.)**

**1. Describe your project concept in a paragraph including population to be served and desired outcomes or objectives**

The South King County Pilot is a Housing First Demonstration Project for chronically homeless single adults in South King County. It is fully funded for 25 units of housing with operating and services support from Section 8, Medicaid, and United Way. In order to fully meet the needs of potential chronically homeless tenants, who do not meet the eligibility requirements for the federal funding, we are proposing 3 additional units with operating subsidy and intensive support services provided by 2163 funds. The Funders Collaborative (King County Housing Authority, King County Department of Community and Human Services and the United Way of King County) estimates the costs to be \$175,500 for the operating subsidy and intensive support services to serve the tenants in the 3 units for 3 years.

**2. Will your project concept serve a specific special need or targeted group within the population to be served?**

Chronically homeless, non-elderly (under 62 years of age) disabled individuals in South King County who do not meet the minimum federal eligibility criteria for either section 8 vouchers or service benefits. People of color are over represented in the population of chronically homeless people who are not eligible for federal benefits, so the additional units will assist in meeting the CEHKC disproportionality goal. Referrals to fill these units will be made by the PATH program outreach case managers and provider members of the South King County Homelessness Forum.

**3. Is your project concept intended for a specific geographic location?**

Yes, South King County

**4. What are the housing and (as appropriate) services your project is intended to provide?**

The most important aspect of a housing first model is the paradigm shift to clinical services that are voluntary, intensive and easily accessible. To support this shift, the Funders have attempted to braid the service dollars in this proposal to allow for a modified ACT model that integrates psychiatric, substance abuse and health care services. This evidence-based model has been highly effective to engage and serve persons with serious and persistent mental illness to live in independent apartment settings. Key aspects of this model include: the use of a multidiscipline team, frequent case staffing and 24/7 staff



coverage, small caseload sizes with almost all services provided in the community or at a person's residence.

**5. How would your project concept improve the functioning of the system designed to prevent homelessness or move people from homelessness to housing?**

**Project partnerships, funding sources & leverage strategy:**

The entire project uses a multi-system funding strategy (braiding of funding) to align the federal, state and local resources necessary to support a provider in implementing best practice approaches without the administrative burden of seeking funding from multiple funders. King County Housing Authority will provide 25 section 8 vouchers for housing. Resources from the King County Mental Health Chemical Abuse and Dependency Services Division and United Way of King County will fund a multi-disciplinary team that will provide on site integrated mental health care and addictions treatment using best practice techniques such as motivational interviewing and use of peer supports.

The funding partnership has been carefully aligned with the goals and objectives of *A Roof Over Every Bed*, the 10-year Plan to End Homelessness in King County in order to bring together targeted resources to create a Housing First demonstration project in an area of the county where this type of supportive housing does not yet exist, despite a growing need. Through a competitive bid process, the funding partnership will identify a lead nonprofit agency to administer this housing and services program.

**System changes that will result in rapid access to services and supportive housing:**

The project goal is to rapidly house some of our most vulnerable citizens, many of whom suffer from chronic untreated health, mental health and substance abuse conditions and have long histories of chronic homelessness. The housing first approach removes barriers to housing and provides supportive services that meet the client where they are rather than requiring the client to conform to a particular set of services.

**Project impact on reducing the disproportional number of people of color who are homeless:**

The addition of the 3 units will help to eliminate or reduce the barriers for people who can't access the Section 8 vouchers and other resources. People of color are over represented in the group not eligible for federal benefits. The additional three units without federal funding will eliminate that barrier to entry.

**6. Are there fund sources in addition to 2163/Section 8 that you suggest a provider responding to the RFP should consider in formulating its response?**

The Funders Collaborative will work with the selected provider to pursue other sources for housing operating dollars, including state or county 2060 funds. If successful, the amount needed from 2163 will be reduced by \$72,000 for the three units for 3 years.

**7. The following characteristics and/or outcomes that this project is particularly designed to achieve:**

- Project is focused on creating system changes that will result in rapid access to services and supportive housing;
- Project is focused on creating desired partnerships;
- Project is focused on addressing the disproportional number of people of color in the homeless system to a greater extent than other projects;
- Project is intended to create maximum leveraging of funding;
- Project has specific reasons for defining how the target population will be identified and have access to the project;
- Project is focused on improving coordination of the array of resources needed to serve the targeted population.

**Families: Homelessness Prevention for Formerly Homeless Families**

**Brief Description:** The project concept tests new approaches to prevent repeated episodes of homelessness by extending support services, rental assistance and other assistance to help formerly homeless families obtain and sustain housing. The use of funds is flexible, to permit services to be tailored to family needs and to encourage innovation in addressing gaps in the housing and homeless systems.

**Population to be served:** Families with children who are homeless or have been homeless in the past two years. Agencies will select families who are now living in non-time-limited (permanent) housing or who are exiting transitional housing. They would select families who, without intervention, would likely experience another episode of homelessness.

**Innovation -- How project improves the system to prevent homelessness:** The system currently restricts our ability to assist families who are on the verge of another episode of homelessness but are not yet homeless. Once families have become homeless, services and supports (if they are available at all) are generally no longer provided after the family is in housing for six months. This system fails to address the needs of families that are at high risk of repeated episodes of homelessness. These families typically have extremely low incomes and can fall back into homelessness, for example due to an economic, domestic violence or health problem. The ability to provide affordable housing and on-going supports, as needed, will result in increased housing stability for the family and reduced cost to the homeless system.

**Geographic location:** Anywhere in King County with reasonable access to transit, transportation, jobs and services.

**Proposed use of funding:** The agency should have flexibility in the use of funds to address individual circumstances, including:

- Extended support services to assist a family after entering non-time-limited (permanent) housing
- Short-term or emergency cash assistance necessary to obtain or sustain the family's housing, employment or school attendance, such as first/last month rent, transportation costs or other basic needs
- Short-term or supplemental rental assistance in non-time-limited housing
- Project-based rental assistance using Section 8 vouchers.

**Linking housing and appropriate services:** Partnerships between housing and service providers are encouraged. Applicants must identify specific housing units that are available and suitable for families, or must demonstrate a track record of effectively assisting families to move into privately owned units. Families may be already residing in transition-in-place housing, if the applicant can demonstrate that funding is essential to provide on-going support to families.

Section 8 rental assistance may be requested if specific units are available for project-based vouchers. If Section 8 is not used, rent sources must be identified. The 2163 funds are not intended to be the sole source of ongoing rent subsidy.

**Desirable Project Characteristics:**

- Effective assessment of families' needs and access to services tailored to those needs.
- Ability to provide culturally competent services and ADA-appropriate housing and services.
- A clear affordable housing strategy, leverage of affordable housing subsidy sources, and tenant screening criteria that allow homeless families with common barriers to access the units
- Excellent collaboration with other community-based service providers to help families sustain their housing and achieve greater self-sufficiency.

**Documenting project outcomes:** Proposals should include expected outcomes and evaluation criteria that would allow the Committee to End Homelessness to understand the benefits and costs of new approaches to housing and service provision. The applicant will be expected to report:

- Housing status of participating households every 6 months for a minimum of 2 years, and for at least 6 months following participants' completion of the program
- Reasons for any participant's failure to remain housed in order to contribute to a deeper understanding of housing barriers arising from the way in which housing and services are now provided
- Participants' progress toward self-sufficiency
- Other actual outcomes as specified in their initial proposal
- Any unanticipated benefits or problems with the project approach

**How applications should be evaluated:** Proposals should include information about how the funds will be spent in various categories (support services, cash assistance, etc) on a per-family average basis. This information will allow evaluators to assess feasibility and compare different proposals for similar populations. Providers should be given flexibility in spending the funds, however, so spending can be tailored to individual family needs and different program approaches can be explored. Criteria for evaluating applications should include:

- Expertise and capacity to provide housing and services to families in transitional housing and to formerly homeless families
- Clear demonstration that the agency will provide case management and/or support services tailored to the needs of individual families
- Clear definition of the population to be served and how the families will be selected
- Clear explanation of the innovation in services to be achieved by the project, how the project will address gaps and bridge the housing and services systems
- Verification from housing provider and/or housing funding sources as applicable
- Ability to document use of funds and outcomes.

### **Families: Supportive Housing for Families with Multiple Barriers**

**Brief Description:** The project creates new supportive housing for high-needs families, with no time limit on housing or services. The project requires an in-depth assessment of family needs, and access to a significant level of services to address wide-ranging needs. Project-based rental subsidies are needed due to the long-term stays and very low family incomes. A housing first model with low barriers to housing will be critical for placing these families. Projects will seek to link families to mainstream services and community supports, and will monitor and adjust service intensity over time.

**Population to be served:** Families with children who are homeless; have multiple, serious barriers to housing; have had multiple periods of homelessness; and who are significant users of systems and services.

**Innovation -- How project improves the system to move people from homelessness to housing:** The project is innovative in two important ways. First, it coordinates an array of services, including health, mental health, chemical dependency, domestic violence, etc, to better address the needs of chronically homeless adults and children. Second, the model provides housing that is accessible and affordable to these families. In addition, projects will likely employ a harm reduction model to engage families in services, and may demonstrate improved coordination with corrections and/or substance abuse treatment programs to prevent homelessness upon discharge.

**Geographic Location:** Anywhere in King County with reasonable access to transit, transportation, jobs and services.

#### **Proposed use of funding:**

- Therapeutic and intensive case management services
- Additional services for adults and children as needed

- Section 8 or other deep subsidy for rental assistance or housing operating support
- Short-term or emergency cash assistance necessary to obtain or sustain the family's housing, employment or school attendance, such as first/last month rent, transportation costs, childcare, or other basic needs.

**Linking housing and appropriate services:** Applicants must assemble a team with expertise and capacity to provide therapeutic case management to homeless families, including health, mental health, substance abuse, and domestic violence services. A partnership with a housing owner is essential for placing the families. A small housing project or a cluster of set-aside units in a larger housing complex would allow efficiency in service delivery.

**Desirable Project Characteristics:**

- Referral/placement criteria that selects for the most hard to serve families.
- In-depth assessment of family needs, including clinical assessment of adults and children, and service package tailored to their needs.
- Improvements in access and intake procedures for families, reducing the need to make multiple applications for services.
- Ability to provide culturally competent services and ADA-appropriate housing and services.
- Dedicated services funding through agreements with the physical health, mental health, substance abuse or other services system.

**Documenting project outcomes:** Proposals should include expected outcomes and evaluation criteria that would allow the Committee to End Homelessness to understand the benefits and costs of new approaches to housing and service provision. The applicant will be expected to report:

- Housing status of participating households every 6 months for the duration of the family's participation in the program, and at least 6 months after leaving the program.
- Reasons for any participant's failure to remain housed in order to contribute to a deeper understanding of barriers to housing stability, especially barriers due to housing and/or services systems themselves.
- Participants' progress toward self-sufficiency
- Other actual outcomes as specified in their initial proposal
- Any unanticipated benefits or problems with the project approach

**How applications should be evaluated:**

- Expertise and capacity to provide housing and services to high-need homeless families
- Clear demonstration that the applicant will provide case management and support services tailored to the needs of individual families
- Clear definition of the population to be served and how the families will be selected
- Clear explanation of the innovation in services to be achieved by the project, how the project will address gaps and bridge the housing and services systems
- Ability to document use of funds and outcomes
- Verification from housing provider and/or housing funding sources as applicable
- Documented partnerships via written agreements with other systems/service providers.

**Youth: Enhanced Mental Health and Chemical Dependency Treatment Services**

In order to effectively decrease homelessness for youth and young adults, it is imperative that flexible, easily accessible and effective mental health and substance abuse treatment services be available.

Many youth and young adults who are homeless are struggling with mental health and substance abuse problems that have contributed to becoming homeless or prevent them from maintaining stable housing. For example, a youth who is aggressive and out of control due to a manic episode may be kicked out of a housing situation because the staff do not possess the skills needed to manage that sort of behavior and/or because the youth is not getting treatment for bipolar disorder (or for concurrent methamphetamine use). However, despite the relatively large numbers of mentally ill and chemical abusing youth and young adults living on the streets, accessible, flexible, and affordable intervention services are not readily available. While many homeless youth and young adults may be eligible for Medicaid services, the complexity of the application process, lack of transportation, and lack of a permanent address preclude youth from seeking this assistance. For other youth, they are not eligible for Medicaid services because they do not meet the state Access to Care Criteria for mental illness and funding for non-Medicaid services does not exist. Finally, there is much stigmatization of mental illness and chemical dependency and a mistrust of the service system in general. Youth and young adults need the support of a trusted person to help engage them in needed services and supports.

The proposed project would utilize 2163 funds to provide enhanced mental health and chemical dependency treatment services to homeless youth and young adults throughout King County by coordinating current, fragmented services through the utilization of the Wraparound Service Delivery Model and multi-disciplinary consultation teams to quickly move homeless youth and young adults into more stable, permanent housing while providing the ongoing support and services to maintain that housing. It is imperative that support services are easily accessible and flexible to meet the unique needs of homeless youth and young adults, that consistent individuals are available where youth are and get to know them and build trust, and that the individuals working with youth are trained not only in mental health and chemical dependency treatment but also in the subculture and challenges of homeless youth.

The overall goals of the proposed project are to:

- Increase accessibility to mental health and chemical dependency services to homeless youth and young adults;
- Create system partnerships to address the needs of homeless youth with mental health/chemical dependency needs;
- Improve the coordination of the array of resources and services needed to serve homeless youth;
- Decrease stigmatization, especially around Mental Health and Chemical Dependency;
- Educate youth and young adults around life skills and youth empowerment;
- Ensure that supportive services follow youth whenever possible

The proposed project will be an enhancement of the current case management and service structure by ensuring a multi-disciplinary team to include a mental health specialist, a chemical dependency specialist, an ARNP/RN, a peer support/mentor, and the existing case manager. The multi-disciplinary team will provide comprehensive treatment and/or consultation to homeless youth and young adults to help them move along a path to recovery and toward more permanent, stable housing. The team will include treatment of mental health and chemical dependency concerns that might be impacting the youth's ability to maintain stable housing. Once stabilized in housing, the case manager would follow the youth and assist with linkage to services within the youth's community. The team would also assist with enrollment in Medicaid to leverage state and federal money for mental health and chemical dependency treatment. The intention of this pilot project is to have a minimum of 2 multidisciplinary teams located regionally throughout King County (North, Central, Eastside, and South). The teams will be located at drop in centers and/or shelters and will be on site on a consistent basis. The team will hold hours that are flexible and youth friendly including evenings and weekends. Each team will serve no more than two sites.

The multi-disciplinary team(s) will need access to housing vouchers that can be used to provide permanent housing for those youth who are ready. In addition, the team will specifically need access to 4 vouchers that will be used to develop Medical Respite (MedRest) for homeless youth and young adults.

MedRest will provide stabilization for young people suffering from acute medical, mental health, or substance abuse issues without utilizing more costly Emergency Room or hospital visits.

Engagement of youth in services is a significant barrier to treatment for the homeless population. In order to build trust and decrease stigmatization, part of the role of the multidisciplinary teams will be to create teaching and learning strategies within the existing drop-in centers and shelters throughout King County. The curriculum, modeled off of a best practice program in Canada, will include modules on life skills development, educating youth about involvement/civil engagement, youth empowerment, and mental health, chemical dependency concerns (e.g., post-traumatic stress). These will be youth directed workshops that can be given by anyone (with training) and can be integrated into multiple system levels (juvenile justice, community mental health, inpatient, etc.). The outcomes will include youth empowerment and self-esteem building, gaining necessary skills to move forward and maintain housing, and educate youth around mental health and chemical dependency issues and how they contribute to homelessness. Because the workshops will be taught by other peers and/or staff familiar to the homeless youth and young adults, it will increase the likelihood of these youth reaching out and accepting needed services from trusted adults.

The desired Outcomes of the enhanced service model include:

- Increased number of youth will be linked to appropriate mental health and chemical dependency treatment services
- Increase retention and completion of mental health and chemical dependency treatment interventions
- Increase the number of youth and young adults moving into and maintaining permanent housing by reducing mental health and chemical dependency symptoms that contribute to homelessness
- Team members will provide much needed cross-training of the community and system supports and services so that the team has the resources to address all the unique needs that this population might present with.
- Improved staff retention as team members feel supported and have knowledge and information needed to work with this population.

## **Youth: Section 8 Vouchers and Intensive Case Management**

### **Project Need:**

Current data from the PRO-Youth project shows that while case management is successful in transitioning homeless young people into permanent housing, fewer than 30% of those participants maintain that permanent housing after 6 months. Barriers such as limited or nonexistent rental and employment histories, poor or no credit, landlord distrust of young adults, and the lack of experience young people have in finding rental housing all stand in the way between homeless young adults and permanent housing.

Currently, in Seattle/King County's continuum of homeless youth services, developmentally appropriate services for subsidized permanent housing exist mainly for post-foster care participants, leaving very little resources for the majority of homeless young adults. The current system leaves young people struggling to acquire and maintain permanent housing while often re-entering the homeless population.

### **Project Description:**

This concept, developed by the Youth and Young Adult Committee, addresses the need for long-term supportive housing. We propose that that agencies serving homeless young adults expand the continuum of housing services to homeless young adults by utilizing Section 8 vouchers coupled with support services and on-going case management that follows the youth after placement in housing. Proposals should implement one of the following approaches in connecting to subsidized permanent housing:

1. Develop a formal partnership with low income housing programs to build a bridge between existing services. Homeless youth agencies provide intensive supportive case management

while housing programs provide units. This could include “buying down” existing low income housing units with Section 8 vouchers to meet the needs of very low income tenants.

2. Homeless youth agencies coordinate the use of Section 8 vouchers with homeless young adults and provide intensive supportive case management while linking youth with private landlords.

All proposals should request 2163 to provide intensive, culturally appropriate case management focused on maintaining permanent housing and supporting youth for up to 1 year after placement in housing. This project should be implemented by agencies that understand and meet both cultural and developmental needs of the young adults and are able to provide directly, or by subcontract, life-skills training and needed support services for one or more of the target populations.

To increase retention of permanent housing by formerly homeless young adults the following supportive services should be provided using 2163 and other leveraged funds:

- Case management linked to existing service networks in the continuum of care
- Rental assistance
- First/last deposit
- Connection to employment training, education and community programs that are culturally and developmentally appropriate
- Incentives for participants to maintain contact with services
- Access to various culturally appropriate life skills trainings
- Appropriate relationships with culturally appropriate mental health and chemical dependency services

**Target population to be served:**

Homeless young adults, ages 18-25, who are seeking independent, permanent housing including these subpopulations:

- Teen/young adult parents
- Young adults of color: youth of color are disproportionately represented in the homeless youth community.
- Young adults exiting homeless transitional housing programs
- Young adults living in geographic areas underserved by homeless youth housing agencies

**Geographic location:**

The concept can work in existing low-income housing units anywhere in King County that will accept the Section 8 vouchers. Key to this concept is the provision of age and culturally appropriate services while keeping youth in their neighborhoods where they have existing support networks. We anticipate having some units in areas of the county that do not currently have many existing transitional units and in neighborhoods that currently have more abundant services. Agencies would need to indicate SHA and/or KCHA Section 8 vouchers required for their project.

**What are the housing and (as appropriate) services your project is intended to provide?:**

Homeless youth agencies will provide intensive culturally appropriate case management to assist young adults in obtaining and maintaining housing. Successful applicants should include in their services assistance with rent/deposit/utilities, incentives for young adults to maintain contact with case managers, referral to culturally appropriate employment, education and health services, and ensuring participation in life skills training as needed.

Low income housing agencies will assist the homeless youth agencies by providing units of existing low income housing, utilizing Section 8 vouchers to make the rent affordable for the program participants. Additional barriers young adults face in obtaining rental units (lack of rental history, short job history, etc.) would be addressed to allow for a simple entry for eligible young adults into the identified units.

**Are there fund sources in addition to 2163/Section 8 that you suggest a provider responding to the RFP should consider in formulating its response?:**

The concept assumes that providers will be part of existing case management and/or transitional housing networks with linkages to employment and training, treatment and other support services. Since most of these services are funded on an annual basis, providers will be seeking ongoing support for these leveraged funds from existing fund sources.

**Essential project characteristics:**

- Project creates system changes that will result in rapid access to services and supportive housing by creating a much needed bridge that connects young adults with existing, affordable low income housing units sustainable through comprehensive case management.
- Project meets housing needs for communities disproportionately represented in the homeless youth community.
- Project leverages existing resources and fills the gap of supported permanent housing necessary for young adults to permanently exit homelessness and not enter the adult system.
- Project proposes strategies to address barriers young adults face in obtaining/maintaining permanent housing.
- Project outlines basic evaluation plan to gather baseline information.

**Outcomes:**

There is limited existing Seattle/King County data on young adults maintaining in permanent housing. The first year of this project will provide useful benchmark data.

- Increase the 30% success rate of homeless young people maintaining permanent housing longer than 6 months to 45%.
- Provide participants who are unable to maintain the Section 8 units with access to other housing options to ensure they do not exit back into homelessness.